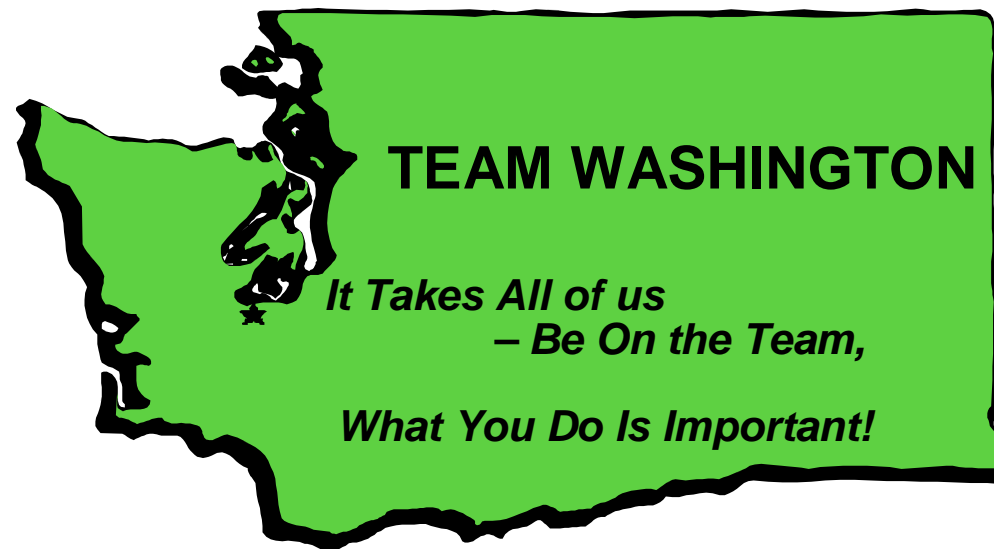


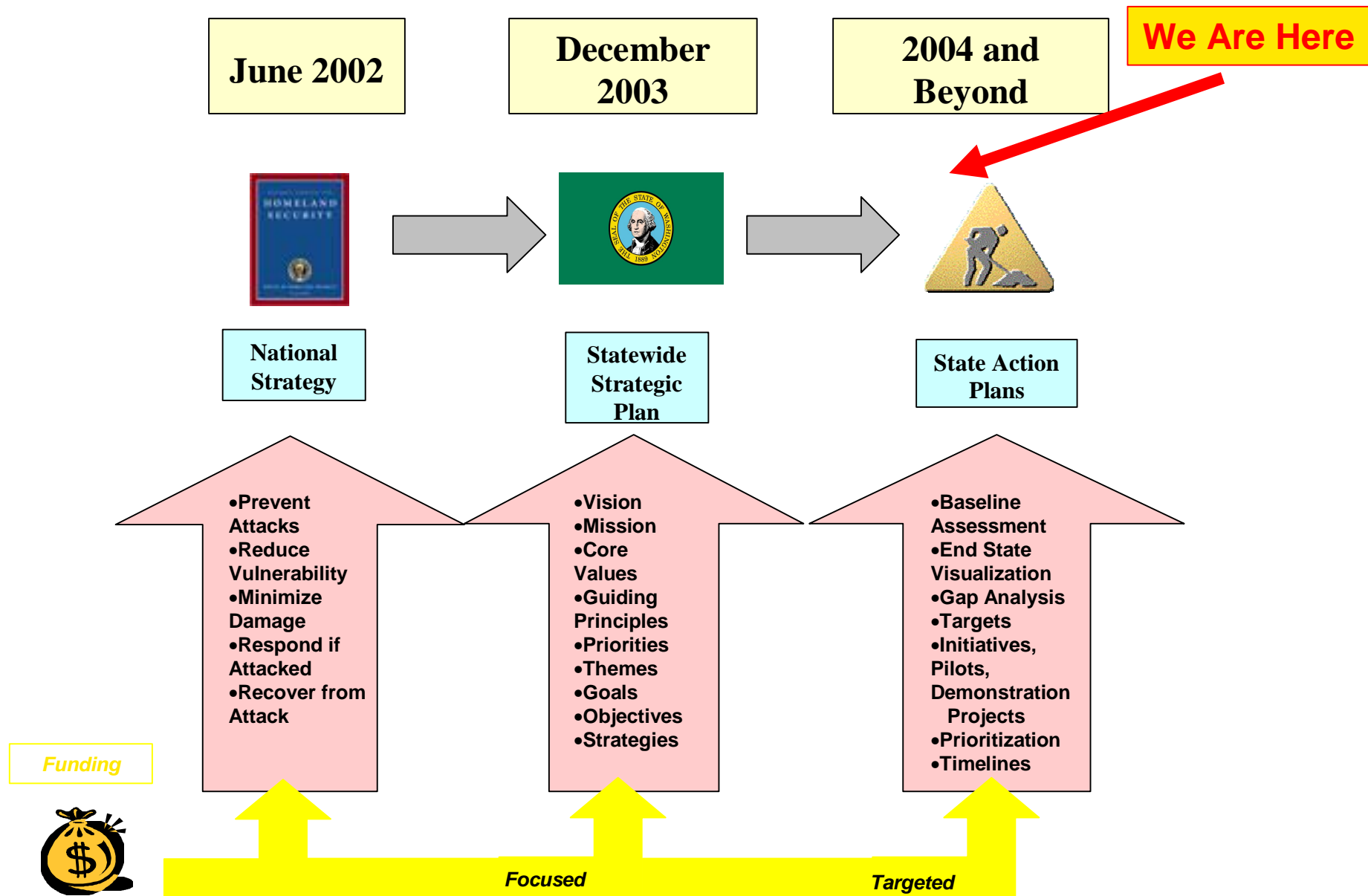
Washington Statewide Homeland Security Strategic Planning



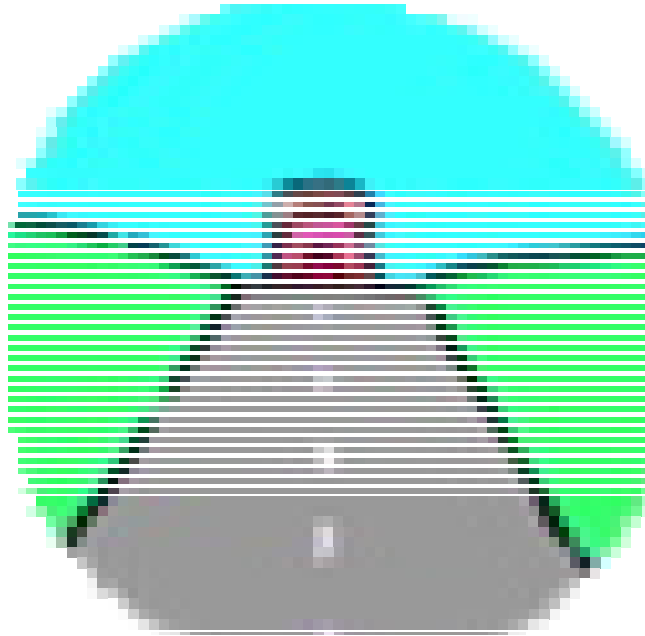
February 2004

Overview

Strategic Framework Relationship Diagram



Washington Statewide Homeland Security Strategic Planning



The Road We Have Travelled
Team Washington

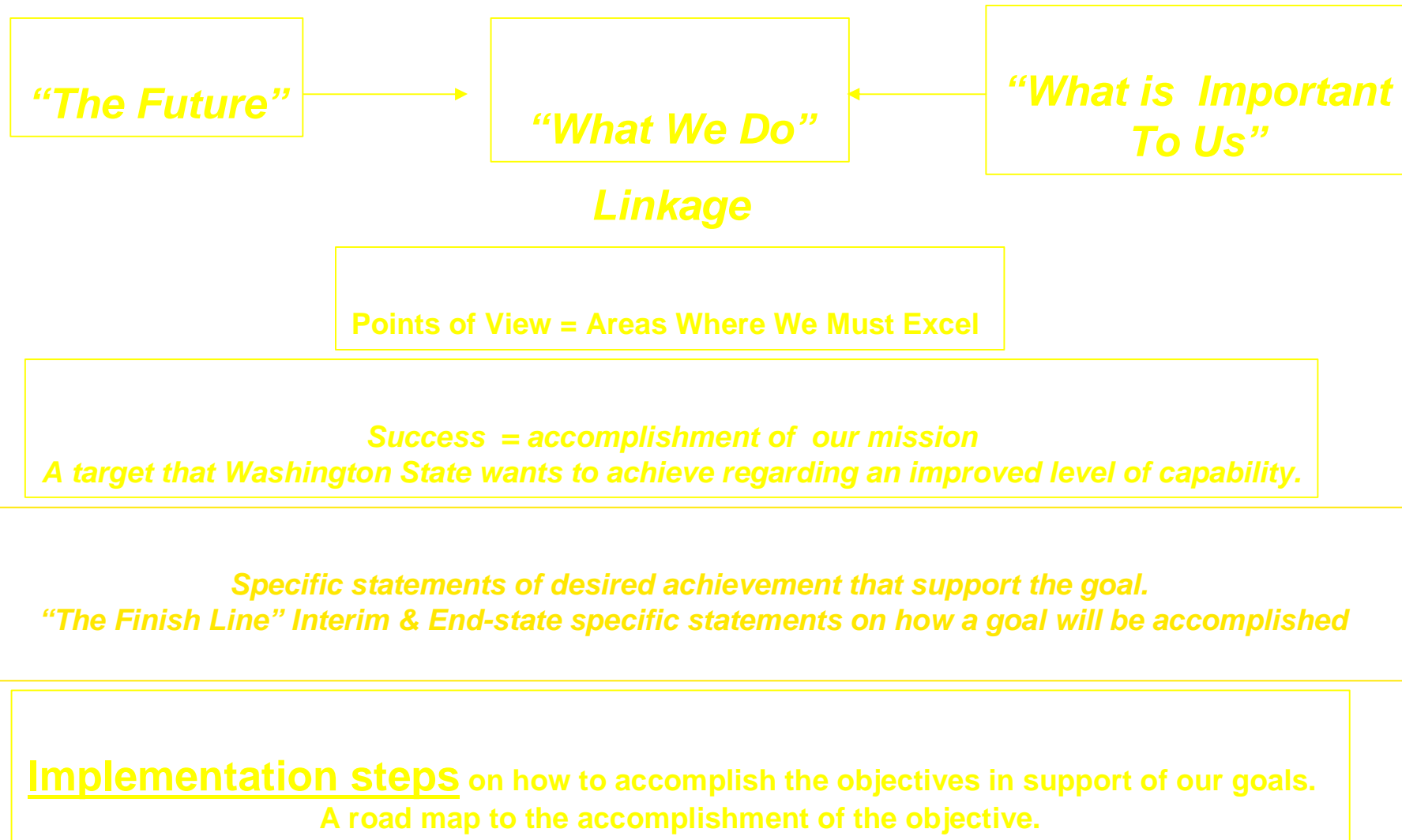
Methodology – Collaborative Process

Listening

- Document Review
- Meetings
- Interviews
- E-Mail
- Briefings and Discussions
- Teleconferences
- Statewide Template Initiative

Regional HLS Council (County & Local Governments)
Committee on Terrorism
WA Emergency Management Council
FEMA Region X
Washington Emergency Management Association
Region 6 Emergency Management Advisory Council
State Agencies – (MIL, DOH, DIS, WSP, DOT, AGR, DOE)
WA State CEMP – ESF POCs
WA Emergency Management Dept
Office of the State Fire Marshall
Association of WA Business & PNWER
Office of Superintendent of Public Education
WA State Assoc. of Local Public Health Officials
WA State EMS & Trauma Care Steering Committee
Washington Hospital Association
WA Association of Sheriffs and Police Chiefs
State Association of Fire Chiefs
WA Labor Council
WA Citizens Corps
Governor's Office of Indian Affairs
WA State Tribes & Tribal Nations
Office of Financial Management
Governor's Policy Advisor
Ports of Tacoma & Seattle
City of Seattle
WA State Ferries
WA Association of Contingency Planners

HLS Strategic Planning Linkage Concept



“Ensure a safe and secure
Washington for the 21st Century”

The Future

“Linkage”

To protect citizens, property,
environment, culture and economy
of Washington State
from terrorism – and to minimize the
effects of a terrorist attack

What We Do

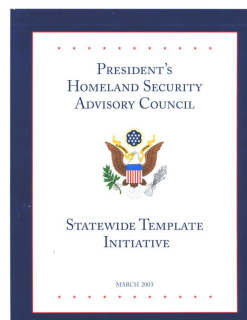
- Partnership & Leadership
- Communication
- Prevent Attacks
- Reduce Vulnerabilities
- Emergency Preparedness, Education and Training
- Minimize Damage & Recover from Attacks – Emergency Response & Recovery
- Resource Capacity

AREAS WHERE WE MUST EXCEL
IN ORDER TO
ACCOMPLISH OUR MISSION
&
ACHIEVE OUR VISION
IN SUPPORT OF OUR CORE VALUES

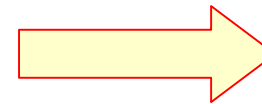
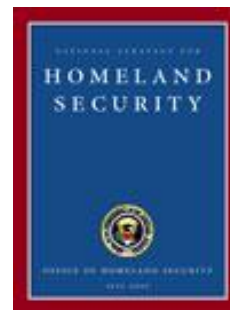
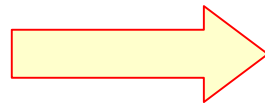
- Freedom
- Community Health & Safety
- Economic Prosperity
- Security – Protect people, infrastructure & environment
- Teamwork – All-Citizen and All-State Focus
- Continuous Improvement
- Ethical Relationships & Management
- Financial Stewardship

WHAT IS IMPORTANT
TO US

Initiative by the President's Homeland Security Advisory Council.
Template of (126) questions in (21) Topic Areas.
Provides Self-Assessment & Focus for Plans.
Supports Implementing the National Homeland Security Strategy.



**Statewide
Template
Initiative**



**Statewide
Strategic
Plan**

The STI was accomplished by collaboration – TEAM Washington
Crosswalk Matrix - Status & Linkage to Plan Goals & Objectives.

The Tale of Two Strategies

Merged Comprehensive Results

Same Goals, Objectives and Strategies

Parallel Paths

- ∅ Not Publicly Releasable
- ∅ Software driven
- ∅ Narrower focus
- ∅ Hard to read

Stakeholder Groups: State agencies; tribal nations; local government

Methodology: 100's of response agency stakeholders

Focus: First Responder Equipment, Planning, Training and Exercises

Purpose: Fulfill Federal Grant Guidance

DHS Office of Domestic State Homeland Security Strategy

- ∅ Publicly releasable document
- ∅ Customer driven
- ∅ Broad focus
- ∅ Easy to read

Stakeholder Groups: State agencies; tribal nations; local government; private business; trade associations; councils & committees; private citizens

Methodology: 1000's of broad stakeholders

Focus: Statewide security issues

Purpose: Develop Broad Statewide Needs

Washington Statewide Homeland Security Strategic Plan

Reduce Washington's Vulnerability to terrorism.

Defend against, deter, dissuade and prevent terrorist attacks from occurring within Washington State.

Prepare citizens, government, tribal nations and businesses at all levels to effectively respond in the event of a terrorist attack.

Minimize the damage and effectively respond to and recover from attacks that do occur.



“

Homeland security is every citizen's responsibility

Prevention through an empowered, educated and vigilant citizenry

Enhance response capability through planning, equipping, training and exercising

Build core statewide capabilities and augment resources based on threats and vulnerabilities

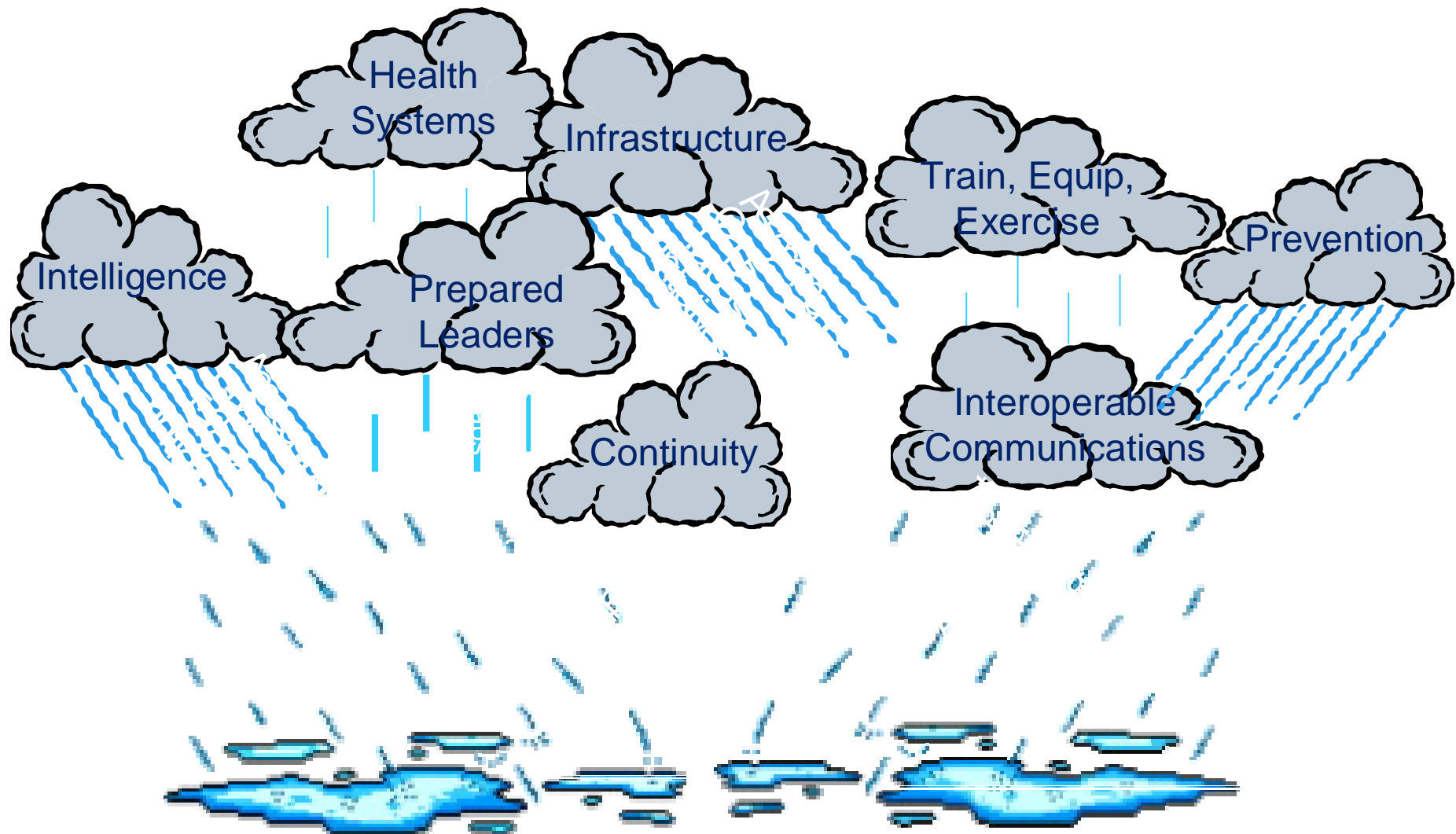
Achieve safe and effective protections through statewide standardization and interoperability

Capacity, once created, must be supported and sustained into the future

Washington State will be secure only when our communities are secure



WASHINGTON HLS STRATEGIC PRIORITY INTERDEPENDENCIES



Building interdependent, complimentary capacity and capability

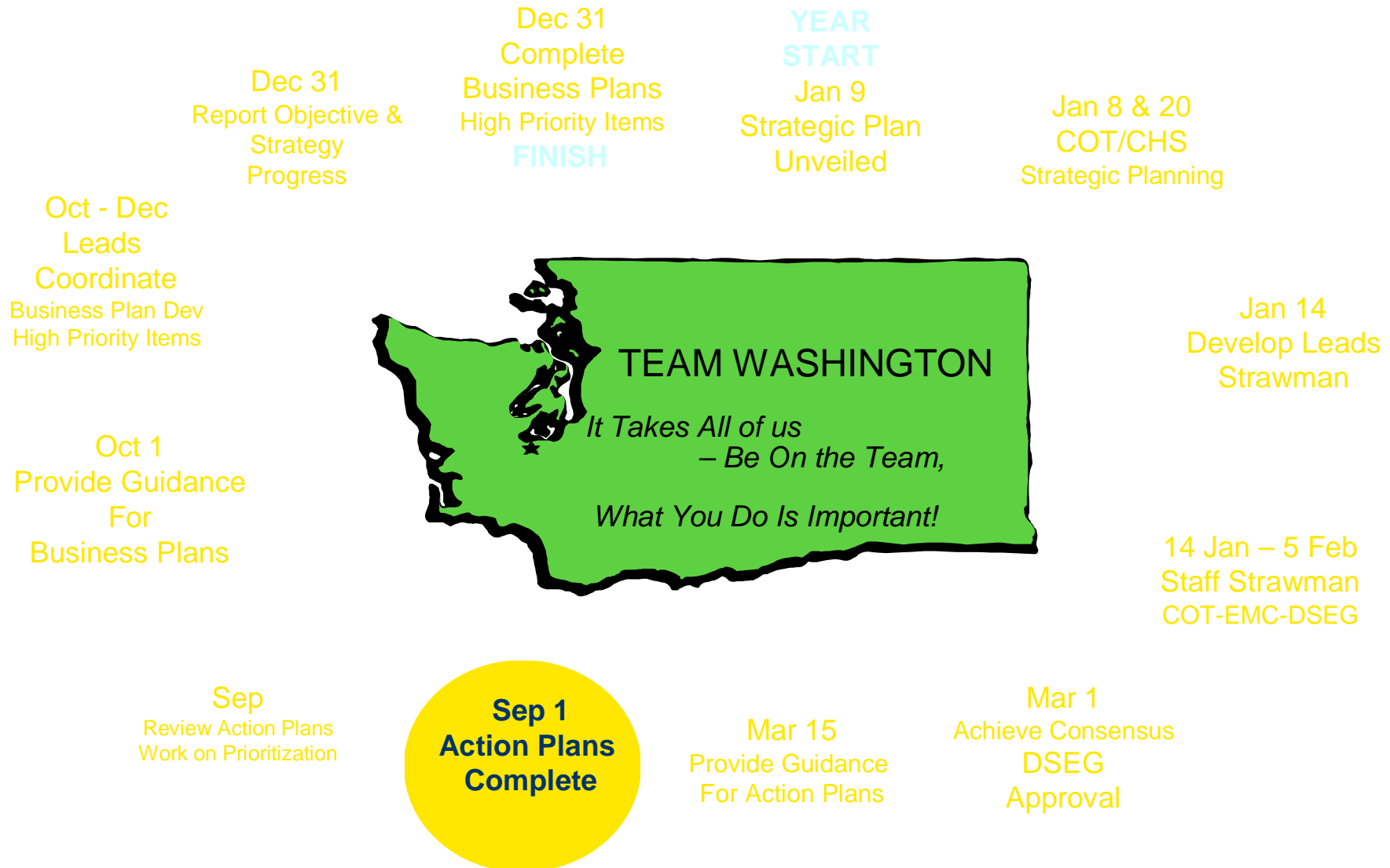
Washington Statewide Homeland Security Strategic Planning



**The Road Ahead
Team Washington**

The Road Ahead 2004

Homeland Security Strategic Planning



The Road Ahead 2005 and Beyond

Domestic Security Strategic Planning





Gaps



Specific Initiatives, Pilots and Demonstration Projects

Starting or Progress
Slower than Desired

Making Progress or
On Hold/Deferred

Achieved Target or
Action Completed

Progress Indicators



Governor

**Emergency
Management Council**

**TAG/Director,
Military Department**

**Domestic Security
Executive Group**

**EMC Committee on
Terrorism**

**E-911 Advisory
Committee**

GOVERNOR



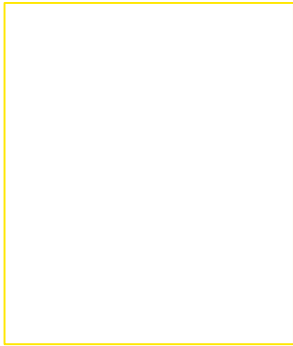
WHITE HOUSE, DHS, NGA, ETC.

**STATEWIDE LOCAL GOVERNMENT, TRIBAL NATIONS,
PRIVATE SECTOR & NONPROFIT ASSOCIATIONS**

Strategic Plan Proposal "The Numbers"

Agency/Association/Commission

**Action Plan
Coordination Lead
Or Co-Lead**



Next Steps

- § **ODP Full Approval of Washington's State Homeland Security Strategy (Feb 04)**
- § **DSEG Approval for Balanced Scorecard Lead Coordinators (Feb 04)**
- § **Coordination with Non-DSEG Agencies/Groups (Feb 04)**
- § **Announce Lead Coordinators (Mar 04)**
- § **Action Plan Templates and Step-by-Step Guides Provided (Mar 04)**
- § **Information Meeting with Lead Coordinators (Apr 04)**
- § **Action Plan Development & Completion (NLT Aug 1, 04)**
- § **Action Plan Initiatives Prioritization (Aug – Sep 04)**
- § **Business Plan Development (Oct – Nov 04)**
- § **Draft Revisions to Strategic Plan Objectives & Strategy Implementation Steps (Timelines) (Dec 04)**
- § **CHS Annual Strategic Planning (Jan 05)**
- § **Revised Annual Submission (Feb 05)**

What Does A Lead Coordinator Do?

Homeland Security Action Plan Template Purpose

Homeland Security Action Plan Template

Homeland Security Action Plan Template

1. Coordinating Lead:
2. What agencies, offices, associations and individuals collaborated on this action plan?
3. Strategy This Action Plan Addresses:
4. Baseline Assessment

Homeland Security Action Plan Template

5. End State Goal

6. Gap Analysis

Homeland Security Action Plan Template

Homeland Security Action Plan Template

9. How will you measure success (PERFORMANCE):
10. What funding sources have or will be attempted other than Department of Homeland Security Federal funding?
11. Are there any policy or legal issues that need to be considered as part of this action plan?

PARTNERSHIP & LEADERSHIP

Coordinating Lead
POC

OBJECTIVE 1.1 Define statewide Homeland Security interests, roles, responsibilities and structure.

Objective 1.2 Review existing and proposed laws to ensure synchronization with local/state government and tribal nations homeland security goals and objectives.

PARTNERSHIP & LEADERSHIP

Coordinating Lead
POC

Objective 1.3 Refine statewide continuity of government and continuity of service plans to ensure essential functions in case of a disaster.

Objective 1.4 Create action plans to lead the statewide effort to prioritize initiatives, and projects to build homeland security capability and capacity.

Objective 1.5 Build a strong and engaged partnership between federal, state and local government, tribal nations, special purpose districts and the private sector to facilitate building state homeland security capability and capacity.

PARTNERSHIP & LEADERSHIP

Coordinating Lead
POC

COMMUNICATION

Coordinating Lead
POC

Objective 2.1 Ensure interoperability for communications equipment, networks and advisory systems to achieve statewide communications capability

Objective 2.2 Define communications protocols and methodology to ensure statewide connectivity.

COMMUNICATION

Coordinating Lead
POC

Objective 2.3 Define the need and circumstances for formal coordination agreements between agencies (public and private) describing mechanisms to exchange and share information.

2.4 Ensure statewide information sharing and communications systems are protected from threats.

PREVENT ATTACKS

Objective 3.1 Develop and implement terrorism monitoring, threat assessment, and information sharing systems.

Coordinating Lead
POC

PREVENT ATTACKS

Coordinating Lead
POC

Objective 3.2 Coordinate statewide for prevention plans, assessments, procedures, infrastructure protection and funding priorities

Objective 3.3 Adopt or develop an appropriate analytical “risk management” model to assess risk or vulnerability and identify methods to reduce risk.

PREVENT ATTACKS

Coordinating Lead
POC

Objective 3.4 Improve threat recognition to halt the development of a terrorism threat before it is executed.

Objective 3.5 Improve the northern border area security.

REDUCE VULNERABILITIES

Coordinating Lead
POC

Objective 4.1 Protect critical infrastructure within Washington State.

Objective 4.2 Create a statewide critical infrastructure mapping system.

EMERGENCY PREPAREDNESS – EDUCATION & TRAINING

**Coordinating Lead
POC**

Objective 5.1 Equip, and train emergency responders to nationally recognized standards.

Objective 5.2 Focus exercises to strengthen homeland security critical mission areas concentrating on the complete homeland security threat spectrum (deter, preempt, prevent, protect, respond and recover).

EMERGENCY PREPAREDNESS – EDUCATION & TRAINING

Coordinating Lead
POC

Objective 5.3 Train and educate citizens, volunteers, tribal nations, the business community, the media and government on terrorism.

EMERGENCY PREPAREDNESS – EDUCATION & TRAINING

Coordinating Lead
POC

Objective 5.4 Enhance our public health and healthcare capabilities to respond to chemical, biological, radiological, nuclear, and explosive terrorism incidents.

Objective 5.5 Use lessons learned and best practices to improve disaster resistance.

EMERGENCY PREPAREDNESS – EDUCATION & TRAINING

Coordinating Lead
POC

Objective 5.6 Build the state volunteer citizen capability and capacity.

EMERGENCY PREPAREDNESS – EDUCATION & TRAINING

Coordinating Lead
POC

Objective 5.7 Exploit information systems and cyber technologies to enhance statewide preparedness and response.

Objective 5.8 Enhance regional CBRNE response capability and capacity statewide.

EMERGENCY RESPONSE & RECOVERY – MINIMIZE DAMAGE FROM ATTACK

Coordinating Lead
POC

Objective 6.1 Build state and local Incident Management team capabilities.

Objective 6.2 Manage the logistics of emergency resources to maximize response and recovery capability.

EMERGENCY RESPONSE & RECOVERY – MINIMIZE DAMAGE FROM ATTACK

Coordinating Lead
POC

Objective 6.3 Improve recovery planning, resourcing, training and exercises capability and capacity.

RESOURCE CAPACITY

Coordinating Lead
POC

Objective 7.1 Coordinate statewide to ensure effective and efficient investment in the state's homeland security requirements.

Objective 7.2 Make interoperable acquisition decisions for homeland security investment.

RESOURCE CAPACITY

Objective 7.3 Invest based on statewide homeland security priority list.

Coordinating Lead
POC